

## **KHPA Strategic Plan: Executive Summary**

### **6-12-09**

#### **Executive Summary**

This document provides the strategic direction for KHPA policies and programs as determined by the KHPA Board, and creates the framework to help make decisions on allocation of resources, including both capital and people. The strategic plan will be used to guide programs and policies throughout the year and serve as a “living document” in that it will be reviewed and updated annually at the KHPA Board retreat to reflect potential federal/state legislative, administrative, or budgetary changes. KHPA staff will use the Strategic Plan as a guide when developing new policies and implementing new programs and services. This strategic plan also contains the KHPA Agency Performance Measures tied to the overall agency goals:

- 1) KHPA will advance a consistent, coordinated health policy agenda informed by rigorous data analysis and stakeholder input;
- 2) Using leadership and management best practices, KHPA will be a desired place to work and KHPA programs and services will be recognized as innovative, efficient and effective.

#### **Background**

**Vision Statement:** Kansas Health Policy Authority: Coordinating health and health care for a *thriving* Kansas.

#### **Mission Statement**

As expressed in the statute that created the KHPA (KSA 2005 Supp. 75-7401, *et seq.*) the mission of Kansas Health Policy Authority (KHPA) is “to develop and maintain a coordinated health policy agenda which combines the effective purchasing and administration of health care with health promotion oriented public health strategies. The powers, duties and functions of the Kansas Health Policy Authority are intended to be exercised to improve the health of the people of Kansas by increasing the quality, efficiency and effectiveness of health services and public health programs.”

#### **History of KHPA**

The Kansas Health Policy Authority was established by the 2005 Kansas Legislature with passage of SB 272. The general charge of the Authority is to improve the health of Kansans and to develop and maintain a coordinated health policy agenda that combines effective purchasing and administration of health care with health promotion oriented public health strategies. One of the primary reasons for consolidating the Medicaid/HealthWave Programs and the State Employee Health Plan into a single agency was to leverage the combined purchasing power of the state to achieve greater efficiency and cost-savings.

## **Vision Principles**

This mission statement is clarified through a series of vision principles developed by the KHPA Board of Directors in early 2007. The vision principles are values that provide the guiding framework of the Board and agency. These principles reflect the Board's application of their statutory mission to the full range of health policies within their purview. The principles provide direction to the agency in its ongoing work and in developing new initiatives and programmatic proposals.

***Access to Care***—Every Kansan should have access to patient-centered health care and public health services ensuring the right care, at the right place, and the right price. Health promotion and disease prevention should be integrated directly into these services.

***Quality and Efficiency in Health Care***—The delivery of care in Kansas should emphasize positive outcomes, safety and efficiency and be based on best practices and evidence-based medicine.

***Affordable and Sustainable Health Care***—The financing of health care and health promotion in Kansas should be equitable, seamless, and sustainable for consumers, providers, purchasers and government.

***Promoting Health and Wellness***—Kansans should pursue healthy lifestyles with a focus on wellness—to include physical activity, proper nutrition, and refraining from tobacco use—as well as a focus on the informed use of health services over their life course.

***Stewardship***—The Kansas Health Policy Authority will administer the resources entrusted to us by the citizens and the State of Kansas with the highest level of integrity, responsibility and transparency.

***Education and Engagement of the Public***—Kansans should be educated about health and health care delivery to encourage public engagement in developing an improved health system for all.

## **KHPA Agency Goals**

The KHPA Executive Director with her leadership team and senior managers developed two broad goals and several specific objectives for the agency in 2008. These goals and objectives resulted from discussions about the progress made during the development of health reform recommendations, managing the programs under the purview of KHPA, and after reviewing the 2008 Legislative Session. These goals were reviewed and supported by the KHPA Board at the June 2008 Board retreat. Working under the direction of the Executive Director and the Chief Finance and Operations Officer, staff then developed objectives consistent with the goals and informed by feedback from numerous stakeholders. The objectives and strategies outlined in this plan are designed to advance KHPA over the next three to five years as an

agency focused on improving health and health care in Kansas, consistent with the mission and KHPA Board Vision Principles.

## **Selection of Goals**

KHPA has a broad mandate to not only operate the substantial programs under our jurisdiction in a cost effective and efficient manner, but also to think beyond our programs and develop a statewide coordinated health agenda. Our statutory mandate and structure requires KHPA to identify efficiencies and improve the effectiveness of our program responsibilities, but with a vision toward greater coordination. KHPA was created to identify and propose solutions to the big problems. The proposed goals identify changes in management approach and performance management to improve our programs. Special emphasis is focused on improving the quality of health care, improving the efficiency of the health care system, and targeting areas of unmet need.

The goals and objectives fit the current environment KHPA operates within and address many of the broad realities of starting a new agency. The KHPA leadership and senior management team recognize that there are still several key parts of our infrastructure that need to be developed. As a fairly young agency, the organizational culture is primed for shaping. Many of the KHPA staff are new to KHPA and new to state government, creating an opportunity to guide employees to our core values of innovation, transparency and accountability. We can also create more training and personal development to encourage employees to develop new skills and abilities, while creating structures to reward high achievement and a culture of high expectations.

The goals and objectives listed below create the framework that will guide the KHPA over the course of the next three to five years. This plan contains two Appendices: Appendix A outlines the Agency Performance/Budget Measures tied to the overall agency goals and Appendix B describes the Health Indicators which will be used to assess the overall health status of Kansas and evaluate the performance of existing programs. Over the course of the next six months, senior managers will work with staff throughout the agency to develop specific performance outcomes/measures tied to each objective.

**Goal 1.** KHPA will advance a consistent, coordinated health policy agenda informed by rigorous data analysis and stakeholder input.

**Objective 1.1:** Develop a medical home model to transform the delivery of health care services ~~and incorporate this model into the Kansas HITECH Plan;~~ use a strong stakeholder process in order to achieve appropriate feedback and buy-in.

**Objective 1.2:** Use and integrate health data through health indicator “dashboards” to improve data-driven policy recommendations and decisions.

**Objective 1.3:** Develop a user-friendly information system infrastructure to support data-driven program management, coordinated purchasing and effective policies.

~~**Objective 1.4:** Develop and provide consumer health care cost and quality information to empower consumers to be better purchasers of health care.~~

***Objective 1.5:** Develop and recommend an annual, coordinated health policy agenda to improve the health status and health care delivery system in Kansas.*

~~**Objective 1.6:** Evaluate the health care professions workforce in order to ensure appropriate health care access across Kansas.~~

***Objective 1.7:** Provide user friendly, pertinent and timely health and agency related communications to internal and external audiences using a full array of information consumer outlets.*

**Objective 1.8:** Implement agency performance reporting to link resource allocation to opportunities for greatest improvement in agency operational efficiency.

**Goal 2.** Using leadership and management best practices, KHPA will be a desired place to work and KHPA programs and services will be recognized as innovative, efficient and effective.

**Objective 2.1:** Implement an annual data driven process of program review and evaluation to transform the public insurance programs administered by KHPA.

**Objective 2.2:** In order to promote best practice management develop a quality oversight program for Medicaid and the State Employee Health Plan.

~~**Objective 2.3:** Promote expanded adoption of innovative in order to improve quality and efficiency in health care delivery to enrollees of Medicaid, SEHP and private insurance plans.~~

**Objective 2.4:** Implement a care management program for the aged and disabled Medicaid population to ensure coordination of care for the aged disabled population in order to improve health care outcomes.

~~**Objective 2.5:** Promote the health and wellbeing of individuals with disabilities by increasing opportunities for competitive and integrated employment, as well as awareness of the positive impact employment and community inclusion has on health outcomes and quality of life. —~~

**Objective 2.6:** Evaluate the programs of the State Employee Health Benefits Program for program enhancement and innovation.

**Objective 2.7:** Evaluate and expand appropriate business software technology solutions to improve interagency coordination, efficiency, and cost-effectiveness.

**Objective 2.8:** Ensure legal services are provided to KHPA program areas in a responsive, competent and efficient manner.

**Objective 2.9:** Conduct internal audits, reviews, and investigations in accordance with applicable professional standards and in partnership with other program integrity departments and oversight agencies.

**Objective 2.10:** Provide the KHPA Board with essential management and resources to ensure effective and lawful governance and appropriate oversight of the agency's policies, programs and operations as described in the legislative language that established the Board.

**Objective 2.11:** *Consistent with a model health agency, define the culture of KHPA to promote health and professionalism.*

**Objective 2.12:** Develop KHPA staff through deliberate training and evaluation of development opportunities.

**Objective 2.13:** Develop a seamless human resources system that supports agency initiatives, fosters professional growth and development and establishes KHPA as an employer of choice.